Success Equation Worksheet

FREESTORE FOODBANK 50 BY 50 STRATEGIC PLAN 2016 - 2021

Impact Areas

A. Holistic Services
   Engage customers in crisis with enhanced and holistic emergency services to help them become stable and secure.

B. Healthy Foods
   Expand access to healthy and nutritious food.

C. Workforce Development
   Improve long term stability for customers through FSFB and other workforce development programs.

D. Operational Excellence
   Instill a culture of operational excellence throughout the organization.

E. 50 by 50
   Eliminate the 30 million meal gap by distributing 50 million meals/year by our 50th anniversary.

Impact
What are we ultimately trying to accomplish?

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50 by 50
Eliminate the 30 million meal gap by distributing 50 million meals/year by our 50th anniversary.

Priority Outcomes
What changes in behavior, condition or status are required?

A. Enhance people, processes and capital needs for improved efficiencies
B. Improve agency experience and build capacity of targeted (key/partner) agencies in specific geographies
C. Maximize program effectiveness to serve the continuum of people who are food insecure

A. Increase number of students participating in FSFB workforce development programs
B. Increase long-term stability for people who participate in employment programs
C. FSFB is an organization of choice for employees and volunteers with a culture of strong internal collaboration

A. FSFB is an organization of choice for employees and volunteers with a culture of strong internal collaboration
B. Data-based decisions drive continuous improvement
C. Technologies and business operating standards are optimized and integrated to create efficiencies and ability to deliver our mission

Performance Measures
How do we measure progress?

Improved stability

More food

More jobs

Better at it

Key Strategies: Which programs will drive results?
Tactics: Action Plans that will implement Key Strategies
**Impact Area: Enhanced and Holistic Services**

**FREESTORE FOODBANK 50 BY 50 STRATEGIC PLAN**

### Priority Outcomes

**What changes in behavior, condition, or status are required?**

- A + B + C = D

### Impact

**What are we ultimately trying to accomplish?**

- Engage customers in crisis with enhanced and holistic emergency services to help them become stable and secure.

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<table>
<thead>
<tr>
<th>A</th>
<th>+</th>
<th>B</th>
<th>+</th>
<th>C</th>
<th>=</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure services move people up the Arizona Self-Sufficiency Matrix</td>
<td>Remove barriers and maximize services to the population served by the Customer Connection Ctr</td>
<td>Increase access to benefits across our 20 counties (SNAP Outreach, Medicaid, ACA, SSI.)</td>
<td>Engage customers in crisis with enhanced and holistic emergency services to help them become stable and secure.</td>
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1. Gather/develop data using VESTA to track people’s progress with ASSM
   - Pilot project
   - Evaluate for possible expansion

2. Remove barriers for customers: ID's, birth certs, transportation, housing, food, etc.
   - Identify, quantify and evaluate customer needs and available resources
   - Increase funds for rent and utility assistance through improving Hogs vs Hunger net.

3. Develop local social services landscape and identify our niche.
   - Develop checklist of services delivered by other community agencies.
   - Match our competencies to customer needs
   - Determine where to invest/divest/partner

4. Increase /optimize ID’s, birth certificates and transportation tokens.

5. Increase/optimize food distribution.

6. Increase/optimize Payee and Direct Rent enrollment

7. Create/solidify collaborations with other agencies delivering services to the CCC population.

8. Research need & develop housing services plan

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**Customer progression via ASSM**

| Achieve optimal measures | Increased SNAP applications per county |

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**Key Strategies**

Which programs will drive results?

1. Train agencies in other counties to provide SNAP.
   - Schedule of counties
   - Develop KY outreach strategy
   - Use direct mail to increase SNAP applications
     - Develop direct mail plan.

**Tactics/Action Steps**

Action plans to achieve key strategies

- Remove barriers for customers: ID's, birth certs, transportation, housing, food, etc.
  - Identify, quantify and evaluate customer needs and available resources
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- Research need & develop housing services plan

**Performance Measures**

How do we measure progress?

- Customer progression via ASSM
- Increased SNAP applications per county
Impact Area: Access to healthy and nutritious food

**Priority Outcomes**

What changes in behavior, condition, or status are required?

- **A** Enhance people, processes and capital needs for improved efficiencies to maximize distribution of healthy food
- **B** Improve agency experience and build capacity of targeted (key/partner) agencies in specific geographies
- **C** Maximize program effectiveness to serve the continuum of people who are food insecure.

**Impact**

What are we ultimately trying to accomplish?

- **D** Hungry people have access to healthy and nutritious food

**Key Strategies**

Which programs will drive results?

1. Targeted programs to serve the continuum of ages and needs.
   a. Review local need and existing programs
   b. Determine areas of opportunity
   c. Strategic plan for pre-school
2. Assess all programs
   a. ID assessment tool and perform assessments
3. Evaluate and prioritize programs
   a. Achieve stated outcomes
   b. Healthy Harvest Mobile Market
4. Advocate for programs and those affected.
   a. Meet criteria for Advocacy Grant
   b. Grassroots/Bottoms efforts
   c. Annual advocacy plan

**Pounds, produce, plan**

**Achieve program goals**

**Agency satisfaction, increased distribution including produce**

**Performance Measures**

How do we measure progress?

1. Assessed agency capacity
   a. Review agency requests/input
   b. Research alt SMF models
   c. Pilot key agency suggestions
2. Increase capacity of key agencies
   a. Develop agency database
   b. Implement results of research
   c. Develop MOUs with key agencies
   d. Set county goals to increase SNAP apps
3. Create comprehensive facilities plan in preparation for capital campaign.
   a. Plan for all bldgs
   b. Transportation plan
   c. Develop case for capital need
4. Implement push produce model for agencies
   a. Partner with key agencies
**Impact Area: Workforce Development**

**FREESTORE FOODBANK 50 BY 50 STRATEGIC PLAN**

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### Priority Outcomes

**What changes in behavior, condition, or status are required?**

- **A**
  - Increase number of students participating in FSFB workforce development programs.

- **B**
  - Increase long-term stability for people who participate in employment programs.

### Impact

**What are we ultimately trying to accomplish?**

- **C**
  - Improve long-term stability for customers in FSFB and other workforce programs.

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#### Key Strategies

**Which programs will drive results?**

- Strengthen internal collaboration to support students.
  - Identify and develop partnerships.
  - Evaluate internal collaboration.

- Evaluate/support exploration of Logistics 101.
  - Evaluate ROI and determine target program size.

- Evaluate potential new workforce development programs.
  - Evaluate ROI and determine target program size.

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#### Tactics/Action Steps

**Action plans to achieve key strategies**

- **1.** Reduce barriers to participation, inc retention of students in our programs.
  - a. Identify and develop partnerships.

- **2.** Develop long-term tracking system to leverage funding.
  - a. Identify and implement tracking system (i.e. Vesta).
  - b. Benchmark COOKS pgm effectiveness with other comm kitchens, restaurants.

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#### Performance Measures

**How do we measure progress?**

- # graduates,
- # employed,
- # referrals,
- clear criteria for evaluating new programs.

- # and % with job,
- stable housing,
- inc. in pay and benefits,
- students use avail benefits.
Impact Area: Operational Excellence

FREESTORE FOODBANK 50 BY 50 STRATEGIC PLAN

Priority Outcomes
What changes in behavior, condition, or status are required?

A + B + C = D

Data-based decisions drive continuous improvement.

Technologies and business operating standards are optimized and integrated to create efficiencies and ability to deliver our mission

Instill a culture of operational excellence throughout the organization.

Freestore Foodbank is an organization of choice for employees and volunteers with a culture of strong internal collaboration.

Freestore Foodbank
1. Attract, engage and sustain the best talent for staff.
   a. Fully staff HR dept
   b. Benchmark comp pkgs
   c. Engage employees in recruitment and retention
2. Retool performance review process. Est. indiv+team goals.
   a. Conduct employee focus gp
   b. Employee committee designs
3. 360° review process for mgrs
4. Develop goal setting process
5. Functions aligned to reduce overlap and incr. efficiencies.
   a. ID possible areas of overlap.
   b. LT evals resource allocation.

Empl/Vol Satisfaction, Turnover Rate

Key Strategies
Which programs will drive results?

1. Identify Key Performance Measures for each dept.
   b. Benchmark with FA standards
2. Departments use LEAN process to solve problems.
   a. Develop standard bsn plan format to evaluate pgms and make decisions.
3. Departments use real time data to create dashboards.
   a. Dept heads create dashboards
   b. Train employees on data access and evaluation
4. Identify LEAN champion for FSFB with implementation goals.
   a. Hire new or existing w/ 50+% responsibility for LEAN impl.

# Lean processes and activity, Business plans for each new initiative, # Active dashboards

100% of staff trained, 25% of systems reviewed annually

Performance Measures
How do we measure progress?

1. Automate process to improve doc sharing
   a. Implement doc mgmt workflow.
   b. Develop repository for process and standard work docs.
2. Ensure competency in Office applications
   a. Standardized training
3. Review IT systems on rotating basis
   a. Dev schedule
   (Macola barcoding incl in Food plan)
4. Develop and implement business operating standards
   a. Develop standards
   b. Roll out

Tactics/Action Steps
Action plans to achieve key strategies